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23 MAR 1955

**MEMORANDUM FOR: Director of Central Intelligence****THROUGH : Deputy Director (Support)****SUBJECT : Proposed Agency Position on Organization of Military Reserve Program**

1. Reference is made to my memorandum of 1 March 1955 which proposed that a letter be dispatched to the Secretary of Defense recommending that an Ad Hoc Committee be appointed for the purpose of formulating uniform policies and procedures for the administration and training of CIA Reservists.

2. A properly organized military reserve program is essential to enable the Agency to accomplish its wartime mission established by existing NSC directives and agreements with the Department of Defense. The Command Relationship Agreement with the Department of Defense prescribes specific tasks and organizational arrangements by which CIA will accomplish its wartime mission. This agreement is being supplemented by detailed statements of requirements for CIA wartime action in the appropriate annexes to the Theater War Plans. A special separate agency military reserve program that does not contribute directly to preparation for accomplishment of our wartime mission can hardly be justified.

a. The present Agency military reserve inactive duty training program expends approximately 1,000 man hours per week in a series of lectures and discussions. While this program has been excellently planned and contributes materially to the general orientation and education of our reservists, greater benefits could be derived if a major portion of inactive duty training is directed toward preparation for the performance of specific wartime functions.

b. When funds are made available by the Military Departments for the active duty training of CIA Reservists, every effort is made to arrange training in the fields of specialization considered to be most beneficial to the Agency and the individuals. However, because such training is limited almost entirely to the Washington area, owing to lack of travel funds, it tends to become repetitious

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over a period of years and overburden those military officers available for training of CIA Reservists. While it is essential that CIA Reservists perform a portion of their active duty training with the Military Departments in order to maintain their military proficiency, a part of such training could more profitably be accomplished at Agency facilities in preparation for the performance of specific wartime functions.

3. In view of the above, it is essential that the Agency reserve program be reorganized as soon as possible in such a form as will establish, on a planning basis, the nucleus of an Agency wartime organization and thus harness the considerable number of man hours which reservists contribute to inactive duty and active duty training. The establishment of the Agency's military reserve program as recommended herein will constitute a significant step toward enabling the Agency to assume and accomplish its wartime mission effectively.

4. Assuming that the Secretary of Defense will take the action requested, CIA should be prepared to present to the Committee certain specific recommendations on the subject. Accordingly, a proposed Agency position has been drafted in the form of directives which, if issued by the Secretary of Defense, would prescribe those policies and procedures considered necessary for the organization, administration and training of an effective CIA Reserve.

a. TAB A - Department of Defense Directive which would prescribe basic criteria for the establishment of joint reserve training units within activities which will require at least partial staffing by uniformed personnel of all Military Departments in time of mobilization. Informal liaison with the Department of Defense indicates that the Department is already considering the issuance of a directive establishing joint reserve training units to meet the requirements of OSD, NSA, and Selective Service. For this reason, and in order to improve the security for a CIA reserve organization, Tab A has been drafted in the form of a Department of Defense Directive. However,

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[redacted]  
suffice; the details can be negotiated with the proposed Ad Hoc Committee.

b. TAB B - Department of Defense Instruction which

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[redacted]  
prescribes the policies and procedures under which it would be administered and trained. While all of the details of the proposal may not be acceptable to all of the Military Departments, the proposed instruction provides a base from which compromises can be developed as required. Comments in support of some of the

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details that may be considered controversial are at Tab C.

5. It is recommended that the documents attached at Tabs A and B be approved as a basis for negotiation with the Ad Hoc Committee when convened. This memorandum and its attachments have been coordinated with and concurred in by the Director of Training and the Commanding Officers of the Army, Air Force, Navy and Marine Corps CIA Reserve Units.

Harrison C. Reynolds  
Director of Personnel

**Attachments**

Tab A

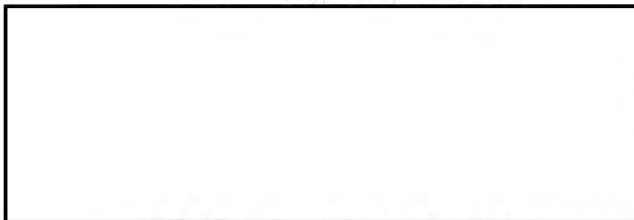
Tab B

Tab C

**COORDINATION AND CONCURRENCES**

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Deputy Director (Plans)



Deputy Director (Support) 155

Deputy Director of Central Intelligence

**APPROVED:**

Signed C. F. CABELL

23 JUN 1955

Director of Central Intelligence

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(18 Mar 55)

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